

STATE OF NEW HAMPSHIRE
DEPARTMENT OF HEALTH AND HUMAN SERVICES

Office of Quality Assurance and Improvement



QUALITY SERVICE REVIEW

Report for
Community Partners

Issued June 20, 2017

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Acknowledgements

The Department of Health and Human Services, Office of Quality Assurance and Improvement (OQAI) acknowledges the significant effort the Community Partners staff made in order to have its Community Mental Health Center (CMHC) Quality Service Review (QSR) be a success.

OQAI also thanks the CMHC QSR review team, which included five staff from OQAI and five staff from the Bureau of Mental Health Services.

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Acronyms

ACT	Assertive Community Treatment
BMHS	Bureau of Mental Health Services
CII	Client Interview Instrument
CMHA	Community Mental Health Agreement
CMHC	Community Mental Health Center
CRR	Clinical Record Review
DHHS	Department of Health and Human Services
DRF	Designated Receiving Facility
IPA	Inpatient Psychiatric Admission
ISP	Individualized Service Plan
NHH	New Hampshire Hospital
OQAI	Office of Quality Assurance and Improvement
QSR	Quality Service Review
SE	Supported Employment
SII	Staff Interview Instrument
SMI	Severe Mental Illness
SPMI	Severe and Persistent Mental Illness

Executive Summary

The NH Department of Health and Human Services (DHHS), Office of Quality Assurance and Improvement (OQAI) developed a Quality Service Review (QSR) process, in consultation with representatives of the plaintiffs and the Expert Reviewer, to assess the quality of the services provided by NH's Community Mental Health Centers (CMHCs) within the following Community Mental Health Agreement (CMHA) priority areas: crisis services, assertive community treatment (ACT), housing supports and services, supported employment (SE), and transitions from inpatient psychiatric facilities. The CMHA requires that the State conduct a QSR at least annually.

To evaluate the quality of the services and supports provided by CMHCs, as outlined in the CMHA, OQAI developed a structured assessment using qualitative and quantitative data from client interviews, staff interviews, clinical record reviews, and DHHS databases to measure and score the CMHC's achievement of 11 indicators and 37 measures that represent best practices regarding the CMHA priority areas.

DHHS conducted the CMHC QSR at Community Partners in Rochester, NH, from April 10, 2017 through April 14, 2017. The Community Partners QSR client sample included 22 randomly selected clients eligible for services based on severe mental illness (SMI) or severe and persistent mental illness (SPMI) criteria, who received at least one of the following services within the past 12 months: ACT, SE, crisis services, housing, and transition planning. Assessment data was collected for each client for the period of April 1, 2016 through April 9, 2017. The data was inputted into an algorithm for each indicator and performance measure. Indicators were scored as either "Met," "Partially Met," or "Not Met" and performance measures were scored as either "Met" or "Not Met." A CMHC is required to submit a quality improvement plan to DHHS when any indicator does not meet the threshold of 70% of clients scoring "Met."

Community Partners scored "Met" for five of the 11 indicators. The following indicators were identified as areas in need of improvement: Indicator 2, Indicator 4, Indicator 5, Indicator 6.1, Indicator 7.1, and Indicator 7.2.

Table 1: Community Partners QSR Summary Results

Indicator	Number of Clients Scored	# of Clients with Indicator Met	# of Clients with Indicator Partially Met	# of Clients with Indicator Not Met	% of Clients with Indicator Met	Quality Improvement Plan Required	Total # of Measures
1. Individuals have information about the full range of services and supports to meet their needs/goals	22	16	5	1	73%	No	2
2. Individuals are currently receiving the services/supports they need	22	12	10	0	55%	Yes	3
3. Treatment planning is person-centered	22	16	5	1	73%	No	6
4. Individuals are provided with ACT services when/if needed	2	1	0	1	50%	Yes	2
5. Individuals are provided with services that assist them in finding and maintaining employment	22	12	10	0	55%	Yes	3
6.1 Individuals have stable housing	22	10	11	1	45%	Yes	4
6.2 Individuals have choice in their housing	22	16	5	1	73%	No	1
7.1 Individuals have effective crisis plans and know how to access crisis services	22	12	8	2	55%	Yes	2
7.2 Individuals received effective crisis services	6	3	3	0	50%	Yes	3
8. Individuals have effective natural supports	22	19	3	0	86%	No	3
9. Individuals experienced successful transitions to the community from any inpatient admission within the past 12 months	11	9	2	0	82%	No	8

* Client data was excluded from scoring due to the relevant service or support being received outside the period of review.

I. Purpose

In 2014, the State of New Hampshire, the United States Department of Justice and a coalition of private plaintiff organizations entered into a Settlement Agreement (here after referred to as the Community Mental Health Agreement, [CMHA]) in the case of Amanda D. et al. v. Margaret W. Hassan, Governor, et. al.; United States v. New Hampshire, No. 1:12-cv-53-SM. The CMHA is intended to significantly impact and enhance the State's mental health service capacity in community settings. The intent of the CMHA is to enable a class of adults with severe mental illness (SMI) to receive needed services in the community, foster their independence and enable them to participate more fully in community life.

Section VII.C. of the CMHA requires the establishment of a quality assurance system to regularly collect, aggregate and analyze data related to transition efforts, as well as the problems or barriers to serving and/or keeping individuals in the most integrated setting. Such problems or barriers may include, but not be limited to insufficient or inadequate housing, community resources, mental health care, crisis services and supported employment (SE).

As part of the quality assurance system, the state is required to use a Quality Service Review (QSR) to evaluate the quality of services and supports included in the CMHA. Through the QSR process, the State will collect and analyze data to identify strengths and areas for improvement at the individual, provider and system-wide levels; identify gaps and weaknesses, as well as areas of highest demand; to provide information for comprehensive planning, administration and resource-targeting; and to consider whether additional community-based services and supports are necessary to ensure individuals have the opportunity to receive services in the most integrated setting.

The NH Department of Health and Human Services (DHHS), Office of Quality Assurance and Improvement (OQAI) developed a QSR process, in consultation with representatives of the plaintiffs and the Expert Reviewer, to assess the quality of the services provided by NH's Community Mental Health Centers (CMHCs) within the following CMHA priority areas: crisis services, assertive community treatment (ACT), housing supports and services, SE, and transitions from inpatient psychiatric facilities. The CMHA requires that the state conduct a QSR at least annually.

This report describes the QSR process, methodology, findings, conclusions, and next steps for Community Partners.

II. Methodology

To evaluate the quality of services and supports outlined in the CMHA, the OQAI conducted a structured assessment of the services and supports provided to a random sample of CMHC clients. Assessment of the CMHC is focused on outcomes, indicators, and performance measures that represent the CMHA outcome areas, such as individuals' needs being identified, services and supports meeting individuals' needs and goals, individual choice, and community integration. The QSR assessment focuses on the services and supports provided to a random sample of CMHC clients. The quality of the services and supports are assessed based on data collected for each client during the most recent 12-month period. The QSR data is collected during the on-site review using standardized instruments. The instruments include the clinical record review (CRR), the client interview instrument (CII), and the staff interview instrument (SII). See Appendix 1: List of CMHC QSR Instruments.

Client Sample Size and Composition

The CMHC QSR client sample is randomly selected and consists of at least 20 clients eligible for services based on the category of SMI or severe and persistent mental illness (SPMI) who received at least one of the following services within the past 12 months: ACT, SE, crisis services, housing, and transition planning from an inpatient psychiatric admission. Prior to the site review, each client is assigned to one of four sample categories: 1) *ACT/IPA*: clients receiving ACT services and have had at least one inpatient psychiatric admission (IPA) which includes voluntary, involuntary, and conditional discharge revocation admissions; 2) *ACT/No IPA*: clients receiving ACT services but who have not experienced an IPA within the past 12 months; 3) *No ACT/IPA*: clients who are not receiving ACT services but have experienced an IPA in the past 12 months; and 4) *No ACT/No IPA*: clients who are not receiving ACT services and have not experienced an IPA within the past 12 months. Information gathered during the site review may result in a client being re-assigned to a different sample category, resulting in a change in the final number of clients for each category.

For each client, the CMHC identifies a staff member to be interviewed who is familiar with the client, his/her treatment plan, the services he/she receives at the CMHC, and the activities that he/she participates in outside of the CMHC.

Data Sources

The CMHC QSR uses quantitative and qualitative data to evaluate the quality of services and supports provided to clients. Data sources collected specifically for the purposes of this evaluation include in-depth interviews with clients and staff, reviews of client clinical records and other CMHC records, and queries from the DHHS Phoenix and Avatar databases.

QSR Process

The CMHC QSR process includes a number of tasks performed by OQAI, Bureau of Mental Health Services (BMHS) and CMHC staff within a proscribed timeframe involving communication, logistics, IT, data entry, data analytics, scheduling, transportation, training, orientation, interviewing, and scoring. Pre-requisite tasks and forms are completed by both parties prior to the onsite portion of the QSR. During the onsite review period, daily meetings are held to ensure consistent practice and inter-rater reliability among the QSR reviewers seek and to seek assistance from the CMHC staff, if needed. If a reviewer is unable to locate adequate evidence in the CMHC's clinical record, the reviewer documents that instance as "no evidence." The CMHC is given the opportunity to locate documentation within its clinical record system. The QSR reviewers determine whether the evidence located by the CMHC is adequate and would result in a response other than "no evidence." A final meeting is held with CMHC administration and staff to solicit feedback and to address concerns. During the post-onsite period, follow-up tasks required of the CMHC are completed and OQAI commences scoring.

Scoring

The CMHC QSR scoring framework includes nine outcomes which define achievement of the priority areas set forth by the CMHA. Each outcome is defined by at least one indicator, which is further defined by a number of related performance measures. The indicators and measures are scored at the client level; those scores are then used to calculate a final score for each indicator at the CMHC level.

Data is collected for each client from specific questions within the QSR instruments relevant to the measures and indicators (see Appendix 2: CMHC QSR Abbreviated Master Instrument).

These data points are used to score each measure. Each measure is scored as “Met” or “Not Met” using an algorithm based on the information provided by the client interview, the staff interview, and the record review. Depending on the nature of the question, in some cases the client response is given more weight in scoring than the staff response or the information in the record review; in other cases the staff response may be given more weight. For most measures, however, the score is determined by the combination of responses provided by the client and the staff.

For example, Indicator 1 consists of Measure 1a and Measure 1b. Measure 1a is scored based on the response to Question 1 in the CII: a response of “Yes” results in a score of “Met,” a response of “No” or “Not Sure” results in a score of “Not Met.” Measure 1b is scored based on the responses to Question 3 in the CII and Question 2 in the SII: if the response to both CII Q3 and SII Q2 is “Yes,” the measure is scored as “Met”; if the response to CII Q3 is “No” but the response to SII Q2 is “Yes,” the measure is still scored as “Met”; and if the response to CII Q3 and SII Q2 are both “No,” the measure is scored as “Not Met.”

The score for each measure is then used in a separate algorithm to calculate the score for the related indicator. Each indicator is scored as “Met,” “Partially Met,” or “Not Met” based on the individual client scores of the related measures. As with the scoring of the measures, each indicator has an algorithm and in some cases weighting is used to calculate the score. For example, Indicator 1 is scored using an algorithm involving Measure 1a and Measure 1b. Indicator 1 receives a score of “Met” if Measure 1a and Measure 1b are both “Met”; receives a score of “Not Met” if Measure 1a and Measure 1b are both “Not Met”; and receives a score of “Partially Met” if Measure 1a and Measure 1b are not in agreement (see Appendix 3: Indicator 1 Scoring Example).

Indicator 5 is an example of scoring using an algorithm involving weighting. Indicator 5 can only achieve a score of “Met” if Measure 5a, Measure 5b, and Measure 5c are all “Met”; it receives a score of “Not Met” if Measure 5a is “Not Met,” even if Measure 5b and Measure 5c are both “Met”; and receives a score of “Partially Met” if Measure 5a is “Met” but Measure 5b or Measure 5c is “Not Met.” Indicator 5 can also achieve a score of “Met” when 5a is “Met” and 5b and 5c are “Not Applicable.”

The final percentage for each indicator is determined by the total number of clients the indicator applies to and calculating the percent of clients scoring “Met.” An indicator receives a final score of “Met” when at least 70% of clients scored “Met” for that indicator. A CMHC is required to submit a quality improvement plan to DHHS when any indicator does not meet the threshold of 70% of applicable clients scoring “Met.”

The scoring excludes data from clients who received a relevant service or support outside the period of review (12-month period), as well as if the relevant service or support did not pertain to the client, therefore the number of clients scored for any given measure or indicator may vary.

The number of clients scored may also vary due to clients not answering questions that are required for the scoring algorithm. In all these instances, the total number of scores for a measure or an indicator may not equal the total number of clients interviewed. For example, clients who were not interested in receiving employment services or supports during the review period will not have a score for Measure 5b: Individuals received help in finding and maintaining employment or Measure 5c: Employment related services have been beneficial to the individual’s employment goals. Clients who do not meet ACT eligibility criteria, or who received ACT services outside the period of review, will not have a score for Indicator 4: Individuals are provided with ACT services when/if needed.

Report of Findings/Quality Improvement Plans

A report of the draft findings of the CMHC QSR is provided to the CMHC. The CMHC has 15 calendar days to submit factual corrections and any significant information relevant to the QSR report for OQAI to consider prior to issuing the final report. The final report is distributed to the CMHC, representatives of the plaintiffs and the Expert Reviewer. The CMHC has 30 calendar days to submit a quality improvement plan to DHHS for review by the BMHS Director. The BMHS Director informs the CMHC if the plan is approved or needs revision. At a minimum, the written response will contain action steps describing how the CMHC plans to improve the identified focus areas, the responsible person(s), and an implementation timeline. Once approved, any changes made to the plan must be approved by the BMHS Director. Oversight of the implementation of the quality improvement plan and any needed technical assistance are provided by BMHS staff.

III. Community Partners QSR Findings

Overview

The QSR was conducted at the Community Partners office in Rochester, NH. Additional information about Community Partners is found in Appendix 4: Agency Overview. One hundred thirty-eight Community Partners clients met the QSR sample criteria. A random sample of 22 eligible clients was drawn from this pool to be interviewed. Table 2 shows the distribution of clients by the four sample categories.

Table 2: Number of clients by category

	FULL SAMPLE		CLIENTS INTERVIEWED	
CATEGORY	Number	Percent	Number	Percent
ACT/IPA	18	13%	6	27%
ACT/NO IPA	51	37%	5	23%
NO ACT/IPA	17	12%	5	23%
NO ACT/NO IPA	52	38%	6	27%
Total	138	100	22	100

The Community Partners QSR assessment included a review of 22 clinical records, 22 client interviews and 22 staff interviews. Table 3 shows the distribution of interview and record review activities.

Table 3: Review Activities

	Number In person	Number By Phone	Total
Clients Interviewed	22	0	22
Staff Interviewed	22	0	22
Clinical Records Reviewed	22	N/A	22

During the week of April 10, 2017, five teams consisting of staff from OQAI and BMHS completed the onsite data collection process. Assessment data was collected for the review period of April 1, 2016 through April 9, 2017. Following the onsite review, the assessment data was scored. Analysis of the scores was then completed.

Community Partners Scores

KNOWLEDGE OF COMMUNITY PARTNERS' AND COMMUNITY-BASED SERVICES AND SUPPORTS

Indicator 1: Individuals have information about the full range of services and supports to meet their needs/goals

Providing timely information to individuals about the services available within the CMHC and through community agencies that is centered on their needs and goals indicates that the CMHC has a person-centered orientation to client choice in service options and supports the client in connecting to his or her community.

Indicator 1 assesses whether CMHC clients were provided with information about the array of services and supports offered by the CMHC and other community agencies that best meet their needs. Twenty-two clients were scored for Indicator 1. Sixteen clients received a score of “Met,” five clients received a score of “Partially Met,” and one received a score of “Not Met.”

Community Partners received a score of “Met” for Indicator 1 because 73% of the 22 clients received a score of “Met,” indicating they were provided with information about the services and supports available to them at the CMHC and in the community.

Indicator 1 consists of Measure 1a and Measure 1b. Clients were scored as follows:

	Clients Met	Clients Not Met
Measure 1a: Individuals have been provided with an overall review of CMHC services that best address their needs and goals.	17	5
Measure 1b: Individuals have been provided with information about the full range of services and supports in the community that best address their needs and goals.	20	2

ASSESSMENT OF NEEDS AND APPROPRIATENESS OF TREATMENT PLANNING SERVICES

Indicator 2: Individuals are currently receiving the services/supports they need

Indicator 2 focuses on a review of the most current individualized service plan (ISP)/treatment plan to determine whether clients are receiving the identified services and supports given their current needs and goals. This indicator corresponds to CMHA section VII.D.1, individuals' needs are being identified and services in the treatment plan are being provided when indicated to meet those assessed needs.

Twenty-two clients were scored for Indicator 2. Twelve clients received a score of “Met,” 10 received a score of “Partially Met,” and none received a score of “Not Met.” Community Partners received a score of “Not Met” for Indicator 2 because 55% of the 22 clients received a score of “Met,” indicating that they had documentation verifying that they were assessed for service/support needs within the past 12 months, the services on their current ISP/treatment plan are consistent with their assessed needs, and they felt they were receiving the services they needed.

Indicator 2 consists of Measure 2a, Measure 2b, and Measure 2c. Clients were scored as follows:

	Clients Met	Clients Not Met
Measure 2a: Individuals are assessed for service/support needs within the past 12 months.	22	0
Measure 2b: The services that individuals are receiving are consistent with their assessed needs as recorded on their current ISP/Treatment Plan.	18	4
Measure 2c: Individuals feel they are receiving all of the services/supports they need.	15	7

Indicator 3: Treatment planning is person-centered

Person-centered care means consumers have choices over their services, including the amount, duration, and scope of services, as well as choice of providers. Person-centered care is respectful and responsive to the cultural, linguistic, and other social and environmental needs of the individual. In addition, person-centered treatment planning is a collaborative process where clients and families are core participants in the development of treatment goals and services provided, to the greatest extent possible. Person-centered treatment planning is strength-based and focuses on individual capacities, preferences, and goals.¹

Indicator 3 evaluates whether treatment planning at Community Partners is person-centered: strengths-based, individualized, and engages the client. This indicator corresponds to CMHA VII.D.1, services and supports are designed around individuals’ strengths.

Twenty-two clients were scored for Indicator 3. Sixteen clients received a score of “Met,” five received a score of “Partially Met,” and one received a score of “Not Met.” Community Partners received a score of “Met” because 73% of the 22 clients experienced person-centered treatment planning, as defined by Measures 3a-f.

Indicator 3 consists of Measure 3a, Measure 3b, Measure 3c, Measure 3d, Measure 3e, and Measure 3f. Clients were scored as follows:

	Clients Met	Clients Not Met
Measure 3a: Individuals were given a choice in how their treatment planning was conducted.	8	14
Measure 3b: Individuals attended their most recent ISP/Treatment plan meeting.	17	5
Measure 3c: Individuals signed their most recent ISP/treatment plan.	21	1
Measure 3d: Individuals' strengths are evident in their most recent ISP/Treatment plan.	18	4
Measure 3e: Individuals were involved in identifying their goals in their most recent ISP/Treatment plan.	20	2
Measure 3f: Individuals understand their most recent ISP/Treatment plan.	12	10

ACT REFERRALS

Indicator 4: Individuals are provided with Assertive Community Treatment (ACT)

Services when/if needed

ACT is an evidence-based service delivery model designed to provide multi-disciplinary treatment and supports in the community to adults who need more flexible and adaptive services than traditional outpatient office-based services.

Indicator 4 evaluates whether clients at Community Partners are assessed for ACT services, are referred for ACT services if they qualify, and receive ACT services when needed.

For Indicator 4, the clinical records for all 22 clients in the sample were reviewed to determine whether clients have been receiving ACT services within the past 12 months, met the criteria to qualify for ACT services, if a referral was made within the past 12 months for those that qualify, and if those referred were placed on an ACT team. Two clients were applicable for scoring and 20 clients were not applicable. Of those 20 clients, nine did not meet ACT criteria and 11 clients have been on an ACT team for longer than 12 months, therefore their referral process was outside the period under review.

Community Partners received a score of “Not Met” for Indicator 4 because 50% of the two applicable clients were referred to ACT and received ACT services when appropriate. Of the two clients, one received a score of “Met” because an adequate explanation was provided for why the client was not referred for ACT services. The other client received a score of “Not Met” because

neither documentation nor an adequate explanation was provided explaining why the client was not referred for ACT services.

Indicator 4 consists of Measure 4a and Measure 4b. Clients were scored as follows:

	Clients Met	Clients Not Met
Measure 4a: ACT referral was made when appropriate.	1	1
Measure 4b: Individuals started ACT if appropriate.	1	1

SUPPORTED EMPLOYMENT

Indicator 5: Individuals are provided with services that assist them in finding and maintaining competitive employment

Employment support services are designed to help people with mental illness find and keep meaningful jobs in the community. This include providing individualized assistance in job development, case management, benefits counseling and exploring transportation needs. All clients who want to work are eligible for Supported Employment (SE) services, an evidence-based practice. Obtaining and maintaining access to job opportunities supports community integration and independence.

Indicator 5 measures whether individuals are provided with services that assist them in finding and maintaining employment and whether the services they received were beneficial. This indicator corresponds to CMHA V.2.F Supported Employment, Subsection 1.

Twenty-two clients were scored for Indicator 5. Twelve clients received a score of “Met,” 10 received a score of “Partially Met,” and none received a score of “Not Met.” Community Partners received a score of “Not Met” for Indicator 5 because 55% of the 22 clients received a score of “Met,” indicating that they were assessed for employment needs, received help in finding or maintaining employment upon expressing interest, and reported services being helpful to meeting their employment goals.

Indicator 5 consists of Measure 5a, Measure 5b, and Measure 5c. Of the 22 clients interviewed, eight clients were considered “not applicable” for the scoring of Measure 5b and 5c because they reported they were not interested in receiving employment support services. Clients were scored as follows:

	Clients Met	Clients Not Met
Measure 5a: Individuals are assessed for employment needs	22	0
Measure 5b: Individuals received help in finding and maintaining employment	10	4
Measure 5c: Employment related services have been beneficial to individuals' employment goals	4	10

HOUSING

Indicators 6.1 and 6.2 assess whether individuals have quality housing that comprises choice, safety, affordability, integration, and flexible services. The U.S. Department of Justice (DOJ) interprets the Americans with Disabilities Act's anti-discriminatory provision as follows: "A public entity shall administer services, programs and activities in the most integrated setting appropriate to the needs of qualified individuals with disabilities," meaning "a setting that enables individuals with disabilities to interact with non-disabled persons to the fullest extent possible."² Access to housing that is stable (safe and affordable), having choice in housing, and having the supports necessary to maintain housing are important dimensions of increased independence, community integration, health, and well-being.

Indicator 6.1: Individuals have stable housing

Indicator 6.1 evaluates whether the client has stable housing as defined by Measures 6.1 a-d. This indicator corresponds to CMHA V.E.1 Supported Housing, Subsection (a).

Twenty-two clients were scored for Indicator 6.1. Ten clients received a score of "Met," 11 clients received a score of "Partially Met," and one received a score of "Not Met." Community Partners received a score of "Not Met" for Indicator 6.1 because 45% of the 22 clients received a score of "Met," indicating they have safe housing, are not at risk of losing their housing, lived in two or fewer residences in the past 12 months, and received needed services related to housing.

Indicator 6.1 consists of Measure 6.1a, Measure 6.1b, Measure 6.1c, and Measure 6.1d. For Measure 6.1d, eight clients were considered "not applicable" for scoring because they were assessed to not need housing services. Clients were scored as follows:

	Clients Met	Clients Not Met
Measure 6.1a: Individuals have safe housing	19	3
Measure 6.1b: Individuals have not been at risk of losing housing	12	10

Measure 6.1c: Individuals have lived in two or fewer residence in the past 12 months	19	3
Measure 6.1d: Individuals received needed services related to housing	11	3

Indicator 6.2: Individuals have-choice in their housing

Indicator 6.2 asks about whether clients have meaningful choices related to their preferences regarding housing.

Twenty-two clients were scored for Indicator 6.2. Sixteen received a score of “Met,” five received a score of “Partially Met,” and one received a score of “Not Met.” Community Partners received a score of “Met” for Indicator 6.2 because 73% of the 22 clients received a score of “Met,” indicating their current housing reflects their most important housing preferences and needs.

Indicator 6.2 consists of Measure 6.2a. Clients were scored as follows:

	Clients Met	Clients Not Met
Measure 6.2a: Individuals’ housing reflects their housing preferences and needs	16	6

CRISIS SERVICES

Crises have a profound impact on persons living with severe mental illness³. Availability of comprehensive and timely crisis services can serve to decrease the utilization of emergency departments, decrease involvement in the criminal justice system, and increase community tenure.

Indicator 7.1: Individuals have effective crisis plans and know to access crisis services

Indicator 7.1 evaluates whether individuals have a current crisis plan and know how to access crisis services.

Twenty-two clients were scored for Indicator 7.1 Twelve clients received a score of “Met,” eight received a score of “Partially Met,” and two received a score of “Not Met.” Community Partners received a score of “Not Met” for Indicator 7.1 because 55% of the 22 clients received a score of “Met,” indicating they have a current, individualized crisis plan and know how to access crisis services.

Indicator 7.1 consists of Measure 7.1a and Measure 7.1b. Clients were scored as follows:

	Clients Met	Clients Not Met
Measure 7.1a: Individuals have effective crisis plans	13	9
Measure 7.1b: Individuals know how to access crisis services	19	3

Indicator 7.2: Individuals received effective crisis services

Indicator 7.2 evaluates whether the crisis services received by the client in the past 12 months were effective, as defined by being provided in a timely manner, being helpful to the client, and being comprehensive (i.e., risk assessment, discussion of options, follow-up, and communication with emergency services staff). This indicator corresponds with CMHA V.C.1(f).

Six out of 22 clients interviewed received a Community Partners crisis service in the past 12 months and were scored for Indicator 7.2. Three clients received a score of “Met,” three clients received a score of “Partially Met,” and none received a score of “Not Met.” Community Partners received a score of “Not Met” for Indicator 7.2 because 50% of the six clients received a score of “Met,” indicating they received timely and comprehensive crisis services and found their crisis services to be helpful.

Indicator 7.2 consists of Measure 7.2a, Measure 7.2b, and Measure 7.2c. Clients were scored as follows:

	Clients Met	Clients Not Met
Measure 7.2a: Individuals receive timely crisis services	4	2
Measure 7.2b: Crisis services are helpful to individuals	4	2
Measure 7.2c: Individuals receive crisis services that are comprehensive	6	0

NATURAL SUPPORTS

Indicator 8: Individuals have effective natural supports

The Substance Abuse and Mental Health Services Administration (SAMHSA) identifies social networks and community relationships as key contributors to recovery. Studies have shown that individuals with a greater diversity of relationships and/or involvement in a broad range of social activities have healthier lives and live longer than those who lack such supports. Typically, people with mental illness may have social networks half the size of the networks among the

general population.⁴ Natural supports may include family, friends, neighbors, as well as informal resources such as staff at recreation centers, hair stylists, and clergy.

Indicator 8 evaluates whether natural supports were used to assist clients with treatment and recovery. This indicator corresponds with CMHA V.G.2.

Twenty-two clients were scored for Indicator 8. Nineteen clients received a score of “Met,” three received a score of “Partially Met,” and none received a score of “Not Met.” Community Partners received a score of “Met” for Indicator 8 because 86% of the 22 clients received a score of “Met,” indicating they discussed natural supports with CMHC staff, identified natural supports, and utilized natural supports.

	Clients Met	Clients Not Met
Measure 8a: The benefit of natural supports are discussed	22	0
Measure 8b: Natural supports are identified	20	2
Measure 8c: Natural supports are utilized	20	2

TRANSITIONS FROM INPATIENT SETTINGS

Indicator 9: Individuals experienced successful transitions to the community from any inpatient admission within the past 12 months

Per the CMHA, VII.C.1, the state will collect information related to both successful and unsuccessful transitions process. Successful transitions are inter-related with other QSR indicators regarding housing, CMHC and community supports, crisis services, and employment services.

Indicator 9 measures whether individuals experienced successful transitions to the community from inpatient admissions within the past 12 months, as defined by Measures 9a-9h. This indicator corresponds with CMHA VI.C. Quality Assurance System, Subsection 1.

Of the 22 clients interviewed, 11 clients and staff confirmed an inpatient psychiatric admission occurred during the past 12 months. Of the 11 clients scored, nine received a score of “Met,” two received a score of “Partially Met,” and none received a score of “Not Met.” Community Partners received a score of “Met” for Indicator 9 because 82% of the 11 clients received a score of “Met,” indicating they experienced a successful transition to the community.

Indicator 9 consists of Measure 9a, Measure 9b, Measure 9c, Measure 9d, Measure 9e, Measure 9f, Measure 9g, and Measure 9h. For Measure 9f, eight of the 11 clients did not have a job before being admitted, therefore were considered “not applicable” and not scored. For Measure 9g, one client and respective staff could not recall information, therefore the client was considered “not applicable” and not scored. Clients were scored as follows:

	Clients Met	Clients Not Met
Measure 9a: Individuals attended a face-to-face appointment with the CMHC within seven days of discharge	10	1
Measure 9b: Individuals are involved in their transition planning from the inpatient psychiatric episode back into the community	8	3
Measure 9c: There was in-reach while individuals were in an inpatient psychiatric facility	11	0
Measure 9d: Individuals transitioned to appropriate housing	10	1
Measure 9e: Individuals have maintained connections with natural supports	10	1
Measure 9f: Individuals have maintained employment upon discharge	3	0
Measure 9g: Individuals’ health benefits and financial benefits were maintained and/or reinstated for their transition home	10	0
Measure 9h: The CMHC receives the inpatient discharge summary when individuals return to the community	10	1

IV. Additional Results

During the interviews additional information was provided by clients and staff regarding their responses to questions. The following reflections are offered based on those comments and on additional analysis of the data collected.

Indicator 1: Individuals have information about the full range of services and supports to meet their needs/goals

Clients reported that ACT staff, case managers, and therapists reviewed services such as housing, supported employment, and InShape. Clients reported Community Partners staff reviewed community services and supports such as Rochester Recovery Center, Alcoholics Anonymous, the food pantry, Tri-City Co-Op, outside therapists for substance use counseling, a list of landlords who accept rental assistance, and a list of churches.

Indicator 2: Individuals are currently receiving the services/supports they need

Review of clinical records and results from staff interviews indicate 75% of the clients who did not receive services consistent with their assessed needs were ACT clients (Measure 2b, CRR

Q4, SII Q5). Services were not provided as indicated due to lack of available staff. Fifty-seven percent of the clients (4 out of 7) who said they were not able to get all of the services and supports they need were on ACT teams (CII Q5).

Seventy three percent of the 22 clients interviewed reported being satisfied with the services they receive at Community Partners (CII 128).

The challenge of vacancies and staff turnover was mentioned by both staff and clients, and frequently cited as being a barrier to clients receiving some of the services needed. Despite this challenge, interviews revealed some dedicated staff who are working to do the best they can under current circumstances.

Indicator 3: Treatment planning is person-centered

While 73% of clients scored “Met” for Indicator 3, there were some measures within the indicator that scored low. For Measure 3a, 9% of the 22 clients interviewed stated they were asked if they wanted to invite anyone to discuss their goals at treatment planning meetings (CII Q7). Thirty-two percent of the 22 clients reported being asked where they wanted to have their treatment planning meetings (CII Q9).

For Measure 3f, 64% of the clients receiving ACT understood their most recent treatment plan (CRR Q10, CII Q14).

Indicator 4: Individuals are provided with Assertive Community Treatment (ACT) Services when/if needed

Assessment data indicated that two clients met the criteria for receiving ACT services but were not referred, however both received a score of “Met” for Indicator 2 indicating that they are currently receiving all of the services/supports per assessed need.

Indicator 5: Individuals are provided with services that assist them in finding and maintaining competitive employment

For Measure 5b, data indicated that only one of the 22 clients interviewed was employed. That individual held a full-time competitive job (CII Q30-Q32, SII Q33-Q35, CRR Q25-Q26).

The SE fidelity review conducted on November 10, 2016 by BMHS noted that Community Partners did not have an active SE program due to staff vacancies, and instead clients were

referred to Vocational Rehabilitation. An SE specialist has been hired since then and Community Partners is again offering SE.

Fifty percent of the 14 clients who expressed an interest in receiving help with finding or maintaining a job (CII Q22-Q23) reported receiving employment supports services.

Eight of those 14 clients who expressed an interest in receiving help with finding or maintaining a job were receiving ACT services. Fifty percent of those ACT clients reported receiving employment services.

Indicator 6.1: Individuals have stable housing

Twenty clients lived in independent private residences, one client was homeless, and one ACT client lived in an assisted living facility (CII Q34).

Fifty-five percent of non-ACT clients and 36% of ACT clients were at risk of losing their housing for financial or other reasons (Measure 6.1b).

Clients who reported they were at risk for losing housing due to financial reasons (CII Q39, SII Q39) most often cited limited monthly benefits and being unable to afford all of their living expenses.

Inappropriate social behaviors and people staying in apartments without landlord permission were most often cited by clients or staff as to why clients were at risk of losing housing due to reasons other than financial. (CII Q41, SII Q41).

Indicator 7.1: Individuals have effective crisis plans and know to access crisis services

Of the 22 clients interviewed, eight said they did not have, or were not sure if they had a crisis plan (CII Q54). Of those eight clients, three were receiving ACT services.

Indicator 7.2: Individuals received effective crisis services

Fifty percent of the six clients who received crisis services were ACT clients.

Fifty percent of the clients who received a crisis service reported it took too much time for a crisis service response (CII Q63); 50% reported they felt listened to during the crisis episode (CII Q59).

Indicator 8: Individuals have effective natural supports

Fourteen percent of the 22 clients interviewed stated they knew of and had received services from Tri-City Co-Op, the local peer support agency (CII Q88).

Indicator 9: Individuals experienced successful transitions to the community from Glenclyff Home or a psychiatric hospitalization

Fifty-five percent of the clients who had a psychiatric admission during the period under review were ACT clients.

V. Conclusions

Community Partners received a score of “Met” for five of the 11 indicators. Indicators 2, 4, 5, 6.1, 7.1, and 7.2 did not meet the 70% threshold of clients achieving the outcome. Based on the QSR assessment data, the following focus areas are identified for incremental improvements over the next year:

1. *Increase the number of clients who are able to get all the services they need* (Indicator 2). Assessment data indicated seven of the clients interviewed stated they have not been able to get all the services they need (Measure 2c, CII Q5) and the services recorded on the treatment plan for four clients were not consistent with their assessed needs.
2. *Increase the number of clients provided with ACT services when needed* (Indicator 4). Of the two clients applicable to Indicator 4, both met the eligibility criteria for ACT services, however only one client had documentation or an explanation for the reason ACT services were not provided.
3. *Increase the number of clients provided employment services that are beneficial to their employment goals* (Indicator 5). Assessment data indicated that 10 of the 14 clients did not receive employment related services that supported their employment goals (Measure 5c).
4. *Increase the number of clients with stable housing* (Indicator 6.1). Assessment data indicated 10 of the 22 clients were at risk of losing housing (Measure 6b).
5. *Increase the number of clients who have effective crisis plans* (Indicator 7.1). Eight clients stated they did not have or were not sure if they had a current crisis plan (Measure 7.1a, CII Q54).

6. *Increase the number of clients who received effective crisis services (Indicator 7.2).*

Assessment data indicated three of six clients did not receive crisis services that were timely, helpful to supporting recovery, or comprehensive.

VI. Next Steps

Community Partners had an opportunity to review the QSR initial report during a 15-day review period. They submitted no further information or corrections for DHHS review.

Within 30 calendar days of receipt of this final report, Community Partners is to submit a written quality improvement plan to DHHS for review by the BMHS Director. At minimum, the plan will include action steps describing how Community Partners plans to improve the above identified focus areas, the responsible person(s), and an implementation timeline.

References

1. SAMHSA, Person- and Family-Centered Care and Peer Support, (2017, January 20) retrieved from <https://www.samhsa.gov/section-223/care-coordination/person-family-centered>,
2. 28 C.F.R., Part 35, Section 130 and Appendix A
3. SAMHSA, “Practice Guidelines: Core Elements in Responding to Mental Health Crises”, Rockville, Maryland, SAMHSA 2009
4. Temple University Collaborative on Community Inclusion, “ Natural Supports”, http://tucollaborative.org/pdfs/Toolkits_Monographs_Guidebooks/relationships_family_friends_intimacy/Natural_Supports.pdf

Appendix 1: List of CMHC QSR Instruments

1. Client Profile-CMHC

A Client Profile is completed by the CMHC prior to the beginning of the onsite portion of the QSR for each client scheduled to be interviewed. It provides information regarding demographics, eligibility, inpatient psychiatric admission(s), CMHC crisis services contacts, ACT, SE, legal involvement, accommodation(s) needed, guardian status, and information for reviewers to know what will help make the interview successful.

2. Client Profile-DHHS

The Client Profile-DHHS is developed by a DHHS Data Analyst and is completed prior to the beginning of the onsite portion of the QSR for each client scheduled to be interviewed. It provides information on the frequency of services provided to each client including ACT, SE and crisis services. It also includes admission and discharge dates of inpatient psychiatric admissions at New Hampshire Hospital or any of the other Designated Receiving Facilities (DRF).

3. CMHC Profile

The CMHC Profile is completed by the CMHC prior to the start of the onsite review portion of the QSR. The profile provides overview information that helps the QSR reviewers become familiar with the CMHC. The profile includes descriptive information about the services the CMHC offers to eligible adults and identifies evidence based services, crisis services, available community supports, general practices and staffing information.

4. Clinical Record Review (CRR)

A CRR is completed by the QSR review team during the onsite portion of the QSR for each client scheduled to be interviewed. It includes domains on treatment planning, provision of services and supports, ACT, job related services, housing supports, crisis services, natural supports, and transitions from Glencliff Home or inpatient psychiatric admissions.

5. Client Interview Instrument (CII)

A CII is completed during the onsite portion of the QSR for each client interviewed. A client may be accompanied by his/her guardian or someone else that the client has indicated would be a support. The CII includes sections on treatment planning, services provided, ACT, SE and job related services, housing supports, crisis services, natural supports and transitions from inpatient psychiatric admissions. A final question invites clients to share additional information about their experiences at the CMHC and the services they received.

6. Staff Interview Instrument (SII)

For each client interviewed, an SII is completed with a staff person selected by the CMHC who is familiar with the client, his/her treatment plan, the services he/she receives at the CMHC and activities that he/she participates in outside of the CMHC. The SII includes sections on treatment planning, services provided, ACT, SE and job related services, housing supports, crisis services, natural supports and transitions from inpatient psychiatric admissions. A final question invites staff to share additional information regarding the CMHC and the services provided to the client.

Appendix 2: Community Partners QSR Abbreviated Master Instrument

Indicator	Measure		Met	Not Met	NA	Met	Partially Met	Not Met	NA
1		Individuals have information about the full range of services and supports to meet their needs/goals.							
	1a	Individuals have been provided with an overall review of CMHC services that best address his or her needs and goals. CII Q1							
	1b	The individuals were provided with information about the full range of services and supports in the community that best address his or her needs and goals. CII Q3, SII Q2							

Indicator	Measure		Met	Not Met	NA	Met	Partially Met	Not Met	NA
2		Individuals are currently receiving all of the services they need.							
	2a	Individuals were assessed for service/support needs within the past 12 months. CRR Q7							
	2b	The services the individuals are receiving are consistent with the individuals' assessed needs as recorded on the current ISP/Treatment Plan. CRR Q3, CRR Q4, SII Q5							
	2c	Individuals feel they are receiving all of the services/supports he/she needs CII Q5							

Indicator	Measure	<i>Outcome 3. Treatment planning is person-centered.</i>	Met	Not Met	NA	Met	Partially Met	Not Met	NA
3		Treatment planning is person-centered							
	3a	Individuals were given a choice in how his/her treatment planning was conducted. CII Q7, CII Q9, CII Q10							
	3b	Individuals attended their most recent ISP/treatment plan meeting CII Q8							
	3c	Individuals signed their most recent ISP/treatment plan CRR Q8							
	3d	Individuals' strengths are evident in the most recent ISP/Treatment plan CRR Q9							
	3e	Individuals were involved in identifying his/her goals in the ISP/treatment plan CII Q12, CII Q13, SII Q11							
	3f	Individuals understood their most recent ISP/Treatment plan. CRR Q10, CII Q14							

Indicator	Measure	<i>Outcome 4. Individuals are provided with ACT services when/if needed.</i>	Met	Not Met	NA	Met	Partially Met	Not Met	NA
4		Individuals are provided with ACT services when/if needed							
	4a	ACT referral was made when appropriate CRR Q12, CRR Q13, CRR Q14, CRR Q15, SII Q14, SII Q15, CII Q12							
	4b	Individuals started ACT if appropriate. CRR Q12, CRR Q13, CRR Q17, CRR Q19, SII Q16, SII Q17							

Indicator	Measure		Met	Not Met	NA	Met	Partially Met	Not Met	NA
		<i>Outcome 5. Individuals are provided with services that assist them in finding and maintaining employment.</i>							
5		Individuals are provided with services that assist in finding and maintaining employment and are satisfied with the services they received.							
	5a	Individuals are assessed for employment needs CRR Q20, CRR Q21, SII Q21							
	5b	Individuals received help in finding and maintaining employment CII Q22, CII Q23, SII Q26, CRR Q22							
	5c	Employment related services have been beneficial to individuals' employment goals CII Q22, CII Q23, CII Q25, CII Q27, SII Q29							

Indicator	Measure		Met	Not Met	NA	Met	Partially Met	Not Met	NA
		<i>Outcome 6. Individuals have quality housing.</i>							
6.1		Individuals have stable housing							
	6.1a	Individuals have safe housing CII Q34, CII Q35, CII Q37, SII Q36, SII Q38							
	6.1b	Individuals have not been at risk of losing housing CII Q39, CII Q41, SII Q39, SII Q41							
	6.1c	Individuals have lived in two or fewer residences in the past 12 months CII Q44, SII Q43							
	6.1d	Individuals received needed services related to housing CRR Q32, CRR Q33, CII Q46, CII Q47, SII Q45							
6.2		Individuals has choice in their housing							
	6.2a	Individuals' housing reflects his/her housing preferences and needs CII Q48, CII Q51							

Indicator	Measure	<i>Outcome 7. Individuals receive comprehensive crisis planning and effective crisis intervention services.</i>	Met	Not Met	NA	Met	Partially Met	Not Met	NA
7.1		Individuals have effective plans and know how to access crisis services							
	7.1a	Individuals have effective crisis plans CRR Q35, CRR Q36, CII Q54, CII Q56, SII Q48							
	7.1b	Individuals know how to access crisis services CII Q55							
7.2		Individuals received effective crisis services							
	7.2a	Individuals receive timely crisis services CII Q57, CII Q63, CII Q64, SII Q50							
	7.2b	Crisis services are helpful to individuals CII Q57, CII Q59, CII Q70, CII Q73, CII Q74, SII Q50							
	7.2c	Individuals receive crisis services that are comprehensive CII Q57, CII Q61, CII Q65, CII Q67, CII Q68, SII Q51, SII Q52, SII Q53, SII Q54, CRR Q39, CRR Q40, CRR Q41, SII Q50							

Indicator	Measure	<i>Outcome 8: Individuals have effective natural supports.</i>	Met	Not Met	NA	Met	Partially Met	Not Met	NA
8		Individuals have effective natural supports							
	8a	The benefit of natural supports are discussed CII Q76, CII Q86, SII Q55, SII Q63,							
	8b	Natural supports are identified CII Q78, SII Q56, SII Q57, CRR Q42							
	8c	Natural supports are utilized CII 78, CII Q85, SII Q64, SII Q69							

Indicator	Measure	<i>Outcome 9. Individuals experienced successful transitions to the community from any inpatient psychiatric admission within the past 12 months.</i>	Met	Not Met	NA	Met	Partially Met	Not Met	NA
9		Individuals experienced successful transition to the community from any inpatient psychiatric admission within the past 12 months.							
	9a	Individuals attended face to face appointment with the CMHC within seven days of discharge CRR Q52, CP-D Q17							
	9b	Individuals are involved in their transition planning from the inpatient psychiatric episode back into the community CII Q95, CII Q97, SII Q73							
	9c	There was in-reach while the individuals were in an inpatient psychiatric facility. CII Q99, CRR Q53, SII Q76, SII Q78							
	9d	Individuals transitioned to appropriate housing CII Q103, CII Q106, SII Q80, SII Q82							
	9e	Individuals maintained connections with natural supports CII Q114, CII Q116, SII Q94							
	9f	Individuals maintained employment upon discharge CII Q118, CII Q122, SII Q98, SII Q99							
	9g	Individuals' health benefits and financial benefits were maintained and/or reinstated for their transition home CII Q125, SII Q105							
	9h	The CMHC receives the inpatient discharge summary when individuals return to the community CRR Q55							

Appendix 3: Indicator 1 Scoring Example

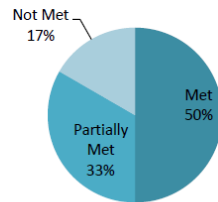
INDICATOR 1																			
Client	Indicator 1 INDIVIDUALS HAVE INFORMATION ABOUT THE FULL RANGE OF SERVICES AND SUPPORTS TO MEET THEIR NEEDS/GOALS.				1a Provided with overall review of services			CII Q1 Provided info about the services available to you here at (CMHC)			1b Provided with info about services/supports in community			CII Q3 Provided with info about services available in the community			SII Q2 Provided with info about services available in the community		
	Met	Partially Met	Not Met	N/A	Met	Not Met	NA	Yes	No	Not sure	Met	Not Met	NA	Yes	No	Not Sure	Yes	No	Not Sure
Apple	1				1			1			1				1		1		
Blossom			1			1				1		1			1			1	
Cherry	1				1			1			1				1		1		
Dahlia		1				1				1	1					1	1		
Echinacea	1				1			1			1					1	1		
Flowers		1				1				1	1			1			1		
N= 6	3	2	1	0	3	3	0	3	0	3	5	1	0	1	3	2	5	1	0

INDICATOR 1			
	Partially Met	Not Met	N/A
Met			
3	2	1	0

Measure 1a		
Met	Not Met	NA
3	3	0

Measure 1b		
Met	Not Met	NA
5	1	0

INDICATOR 1



Appendix 4: Agency Overview

Community Partners, founded in 1955, is a private, non-profit community mental health center. Community Partners is approved as a Community Mental Health Program by the NH Department of Health and Human Service (DHHS) for the period September 1, 2016 through August 31, 2021 per NH Administrative Rule He-M 403.

Community Partners serves children, families, and adults in Region 9, which encompasses 13 cities and towns across Stafford County. Based on DHHS data for calendar year 2016, Community Partners' unduplicated count of adults by eligibility categories were 42 low utilizers, 133 SMI, and 509 SPMI. The US Census, 2010-2014, 5-year estimate for Community Partners' catchment area was 96,992 adults.

Community Partners provides comprehensive mental health services to children, adolescents, and adults and their families. These include psychiatry, nursing services, Illness Management and Recovery, InShape, and both internal and external case management.

The closest inpatient psychiatric facility serving the Community Partners region is Frisbie Memorial Hospital located in Rochester. The hospital has a 20 bed gero-psych unit.